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ABSTRACT

This report highlights a 1996 strategic plan developed by Southeastern Community College (SCC), in Iowa, after an exhaustive review of an existing plan and the identification of new institutional goals. Following SCC's educational philosophy statement, mission statement, and definitions of terms, the plan provides charts of SCC strengths and areas of concern identified by the North Central Association (NCA) of Colleges and Schools during a 1989 evaluation. For each strength or concern, the charts list activities undertaken to maintain the strength or improve the area of concern. The remainder of the report presents charts of SCC objectives, activities, target dates, updates, and responsible staff for the following strategic areas: (1) students, emphasizing the areas of retention, non-traditional students, orientation, recruitment, and student services; (2) curriculum, focusing on developmental and competency-based education, technology, critical thinking, returning adult students, job training, and distance education; (3) buildings and grounds; (4) construction projects; (5) instructional support services, stressing the need for instructional equipment and computer technology and training; (6) implications for staff, including efforts related to increasing staff recognition and input; (7) financial planning, including designing a model for financial forecasting and increasing funding from state and alternative sources; and (8) enhancing SCC's public image. (TGI)

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Strategic Plan

August, 1996

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Southeastern Community College
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Ms. Anita Weston, Career Education Leader

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Preface

Strategic planning at Southeastern Community College continues to be an on-going process. The current plan has evolved from a year-long process which included an exhaustive review of the previous strategic plan and the identification of new goals. Members of the 1995-1996 Long Range Planning Committee were:

Myra Bruegger, Dean of Business Affairs
Joe Campbell, North Campus Chemistry Instructor, South Campus Physics Instructor, and Arts and Sciences Leader
George Conquest, Data Processing Systems/Vocational Data Processing Officer
Betsy Gardner, South Campus Librarian
Gene Gardner, President
Clark Knickerbocker, Continuing Education Supervisor — Trades and Industry
Noel Koranda (ex-officio), Dean of Instruction
Tonya Little, South Campus Admissions
Cindy Murphy (ex-officio), Board Secretary
John Phipps-Winfrey, South Campus Speech Instructor
Nancy Ramsey, North Campus Bookkeeper/Receipts/Accounts Receivable
Ted Raspiller, Director of *Integrating Work and Learning Project*
Dan Ring, North Campus Biology Instructor
Becky Rump, Officer for Institutional Advancement
Ruth Ann Sandrock, Developmental Education Director
Anita Weston, North Campus Developing Office Competencies Program Instructor and Career Education Leader
Lonnie Winston, North Campus Minority Affairs/Academic Advisor

Following development of the rough draft, the Committee reviewed the entire report and made final changes. This draft was then submitted to the SCC Board of Trustees and Administrative Cabinet for input. Suggestions were incorporated, and a final draft was taken to the Board of Trustees in August of 1996 for final approval.

Southeastern Community College
Educational Philosophy

Southeastern Community College is dedicated to the philosophy that all individuals should have access to educational opportunities from which they can appropriately benefit. As an integral part of the regional society, the College has a major responsibility to support the economic and social development of the area.

The College dedicates its resources to the realization of this philosophy by providing educational opportunities and services which promote personal, intellectual, economic and social growth.

Southeastern Community College
Objectives and Mission

The mission of Southeastern Community College is to offer educational and enrichment opportunities for the people and to assist in the economic development of the area. To implement this mission, the Board of Trustees, administration, faculty and staff are committed to creating opportunities that will:

1. Provide for intellectual and social growth through the development of the individual student abilities, attitudes, values, interests, and knowledge.
2. Provide curriculum designed for those students desiring to transfer.
3. Prepare students for entrance into or advancement within an occupation.
4. Provide counseling assistance and programs for students to assist in identifying their interests, aptitudes, and selection of curricula.
5. Provide community services encompassing cultural enrichment, educational, civic, and general interest activities.
6. Provide assistance to encourage economic growth and development.

The mission of the College as presented in these objectives complies with the institutional Affirmative Action Program.

Definitions

All staff refers to all persons employed by Southeastern Community College whether faculty, administrative, professional services, or support staff.

Staff refers to all persons employed by Southeastern Community College whether faculty, administrative, professional services, or support staff.

Employees refers to all persons employed by Southeastern Community College whether faculty, administrative, professional services, or support staff.

SCCF refers to the Southeastern Community College Foundation.

SCC refers to Southeastern Community College.

NCA refers to North Central Association of Colleges and Schools.

ICN refers to the Iowa Communications Network.

RTC refers to the Regional Telecommunications Council.

IACCT refers to the Iowa Association of Community College Trustees.

FYI refers to the "For Your Information" memo published by the College President.

SCCHEA refers to the Southeastern Community College Higher Education Association.

OIA refers to the Officer for Institutional Advancement.

RFP refers to a request for proposal.

SCCAA refers to the Southeastern Community College Alumni Association.

NCA Recommendations — Strengths				
Objectives	Activities	Target Date	Update	Staff Responsible
During the North Central Association team visit in the spring of 1989, several institutional strengths as related to the Evaluative Criteria were identified. Strategies relating to strengthening these areas are incorporated throughout the various categories of this planning document. It is the goal of SCC to bolster the areas identified as strengths in addition to addressing those areas identified as concerns. Areas listed as strengths are as follows:				
1. Strong sense of collegiality among Board of Trustees, Administration, Faculty, Professional Services and Support Staff.	There continues to be a strong sense of collegiality. The Board of Trustees has developed a strong sense of commonality through workshops, dinners, and attendance at seminars, as well as work during the Board meetings. Administration, faculty and staff all continue to work well together, both in professional and social settings. An annual Holiday Party is very well attended, and is an excellent opportunity to socialize. In addition, a cook-out for all staff and students is held both in the spring and in the fall, and provides additional time for socializing. Administration and faculty regularly provide presentations to the Board during regular Board meetings regarding programs and other items of information. Faculty, administration and staff are actively involved in committee work. Communication Day, held each October, is an opportunity for all employees to meet together and learn more about issues affecting SCC.	On-going	These activities continue as of February 29, 1996.	All Staff

Legend: A=Top Priority, B=Next Priority, C=Lowest Priority

NCA Recommendations — Strengths				
Objectives	Activities	Target Date	Update	Staff Responsible
2. Well-qualified and dedicated faculty working in their field of expertise.	SCC's faculty continues to be highly qualified. When a faculty opening occurs, major emphasis is given to the recruitment process, with only those persons showing high credentials gaining interviews. Faculty assignments are always made within the appropriate field of expertise. As much as possible, full-time faculty are employed, with only a very small percentage of adjunct faculty employed. Learning and growth opportunities are actively encouraged through the use of professional leave with pay, and also reimbursement for expenses within budget limitations.	On-going	These activities continue as of February 29, 1996.	College President, Administration, and Faculty
3. Capable and enthusiastic administration and professional support staff.	SCC's administration and professional support staff continue to be of the highest quality, with the same stringent recruitment process in place. Learning and growth opportunities are actively encouraged through the use of professional leave with pay, and also reimbursement for expenses within budget limitations.	On-going	These activities continue as of February 29, 1996.	College President, Administration, Professional Services, and Support Staff
4. Strong commitment and support from community leaders.	Commitment and support from community leaders is at an all-time high. A $5,000,000 bond issue was passed with a 76.9% plurality on February 20, 1990. On February 21, 1995, a $4,510,000 bond issue was passed with a 71% plurality throughout the district. Working in support of this bond issue were scores of leaders in all communities of the district. In addition, advisory boards representing business and industry continue to be an important piece of SCC's vision. This process provides input to Career Education programs, insuring that programs continue to meet the needs of the surrounding area. Continuing Education regularly meets with industry and business leaders to assure their needs are being met.	On-going	These activities continue as of February 29, 1996.	All Employees

NCA Recommendations — Strengths				
Objectives	Activities	Target Date	Update	Staff Responsible
5. Strong economic development program.	Economic development activities are managed in the Office for Institutional Advancement and Continuing Education. Since FY'89 a total of 41 training projects were funded for $4,423,000 with the planned job creation of 1,388 new workers. Included in the 41 training projects are the following: (a) Iowa New Jobs Training Program sold $4,020,000 in certificates to fund 27 projects to create 1,324 jobs. (b) Iowa Jobs Training Program issued $111,000 in loans and grants for 3 new job training projects to create 64 new jobs and $292,000 in forgivable loans and grants for 11 projects to retrain 1,721 existing workers. For the past three years, the SCC Agent for the Iowa Manufacturing Technology Center has served local industries of 500 employees or less. Economic development assistance has been given to industries for plant layout, strategic planning, marketing, new processes, and environmental compliance assistance. SCC has recently established an education team to position itself to rapidly respond to requests for training, expertise, and other assistance from local business and industry. This team is currently developing procedures and information packets.	On-going	These activities continue as of February 29, 1996.	College President, Administration, and Officer for Institutional Advancement

NCA Recommendations — Strengths				
Objectives	Activities	Target Date	Update	Staff Responsible
6. Serious commitment to update instructional equipment.	A district-wide 3¢ tax levy is being used specifically for updating instructional equipment. The levy, amounting to approximately $70,000 annually, has been used to supplement equipment replacement in all instructional areas of the College. Another potential source of funding is being utilized to address the updating of science equipment. A plan for funding Life Science Technology is being proposed through foundations. Biology, physiology, physics and chemistry faculty have arrived at a good estimate (approximately $260,000) for physiology and biology equipment that will be shared. Estimates for updates to be used only in biology are $52,900. The Chemistry lab will be upgraded to include interactive CD-Rom and calculator-based lab systems for $31,480. Some of the funding may be received from gifts from interested private donors. Funding for physics updates will be directly from the bond levy. The Phase II bond issue passed on February 21, 1995 for $4,510,000 includes approximately $477,000 for the express purpose of updating instructional equipment. Starting in 1988, a three-year rolling equipment update needs list was begun. Each fall, as part of the budgeting process, faculty are asked to submit a prioritized list of equipment requests. This list is then reviewed by the Dean of Instruction and submitted for preliminary budget preparation. From 1990 through 1995, $2,488,696 has been expended for new and updated instructional and institutional equipment.	On-going	These activities continue as of February 29, 1996.	College President, Administration, Faculty, and Professional Services Staff

NCA Recommendations — Strengths				
Objectives	Activities	Target Date	Update	Staff Responsible
7. Well-maintained physical plant.	SCC's physical plant is well-maintained and continues to expand. North Campus. In 1991, Trustee Hall, a 34,600 square foot addition was opened. This facility connects the Agri-Sports Arena and Callison Hall, and contains nine classrooms, the ICN room, the Witte Biology laboratories, an art laboratory, a learning center, an audio-visual equipment area, restrooms, faculty offices, storage areas, an art display area, and some casual seating. A visitors parking lot was created on the south side of Callison Hall near the new reception area at the same time. The former Learning Center was remodeled into a child care facility following relocation of the Learning Center to Trustee Hall. This facility is operated by the Burlington YWCA. During 1992-93, considerable remodeling occurred in the Library, the Student Services area, and the Business Office. In 1993, an addition was built onto the Agri-Sports Arena which provided a new kitchen area, expanded cafeteria seating, two separate dining rooms that may be used for seminars and meetings, a game room, and more bookstore storage. Also in 1993, Building 300 was remodeled and the southern part converted into a Continuing Education Center. Following passage of the bond issue in February of 1995, additional remodeling and construction are occurring. Reroofing, new exterior finish, and the addition of insulation to the sidewalls and roof on Callison Hall was completed during fall 1995. Several classrooms in the Agri-Sports Arena and Callison Hall are being remodeled. Construction of an addition on Building 200 that will contain a new physics lab, other classrooms, another ICN room, faculty offices, and storage areas began in the spring of 1996.	On-going	These activities continue as of February 29, 1996.	All Staff with leadership from College President, Director of Buildings and Grounds, and Buildings and Grounds Committee

NCA Recommendations — Strengths				
Objectives	Activities	Target Date	Update	Staff Responsible
7 Well-maintained physical plant. (continued from previous page)	South Campus. Since 1990, three new buildings containing approximately 30,000 square feet have been constructed. Adkins Hall houses administrative offices, faculty offices, and the bookstore. Barr-Wittenmyer Hall houses the Food Service and cafeteria area, the Library and a child care facility. The child care facility is operated by a private provider from Keokuk. Gardner Hall houses classrooms, an art lab, a music lab, a learning center, and faculty offices. All three buildings are connected with enclosed walkways. In conjunction with this construction, approximately 5,000 square feet of "V" Building was remodeled to provide updated computer and sciences labs and faculty offices. "V" Building also contains shop and maintenance areas. This work allowed for the removal of five of the pre-fabricated structures. In the fall of 1992, Union Electric Company provided a landscaping plan and the materials and plants to landscape the entire South Campus. Approximately 250 shrubs, trees and other plantings were made on the Campus. Following passage of the bond issue in February of 1995, the final pre-fabricated structure has been removed, and will be replaced with a permanent structure. The new structure will connect all current buildings and house Nursing Labs, Office Technology Labs, other classrooms, and faculty offices.	On-going	These activities continue as of February 29, 1996.	All Staff with leadership from College President, Director of Buildings and Grounds, and Buildings and Grounds Committee

NCA Recommendations — Strengths				
Objectives	Activities	Target Date	Update	Staff Responsible
8 Aggressive community outreach activities.	SCC's outreach activities are numerous and area-wide. Examples of this strength include: The Continuing Education Division at SCC promotes and provides multi-topic/category classes, courses and programs for the citizens, businesses and industries in Area XVI. A brochure distributed through the local mail advertises many of the activities three times a year along with the use of flyers and other mailings to targeted audiences. The College has cooperative agreements to provide educational programs through Area 16 school districts, the Art Centers in Burlington and Keokuk and the Burlington YWCA. Specialized education programs for company employees are being developed on a continual basis. Examples include a recent grant at the Dial Corporation in Fort Madison and a contract with Roquette America in Keokuk. School to Work and Tech Prep projects are visible and active throughout southeastern Iowa. Numerous Advisory Committees are active in all segments of the College. Many SCC staff are involved in area community activities such as service clubs, school boards, United Way chapters, Chambers of Commerce, and churches. The State of Iowa is preparing to establish Workforce Development Centers in areas bounded by Iowa's Community Colleges. SCC is the fiscal entity for this project in Area XVI, as well as having representation on the project study committee.	On-going	These activities continue as of February 29, 1996.	All Employees

NCA Recommendations — Strengths				
Objectives	Activities	Target Date	Update	Staff Responsible
9. Placement records and success rates of students an indication the College is accomplishing its goals.	A graduate student follow-up survey is conducted annually. The 1995 Graduate Student Follow-up Survey indicated 90% of the Career Education graduates were employed in an area related to their major. SCC students who transfer to state universities achieve a similar or higher grade point average at the universities as compared to other Community College transfers. The pass rate on State Boards in Nursing and Medical Assistant indicate SCC graduates are highly qualified in their respective fields.	On-going	This activity continues as of February 29, 1996.	Dean of Student Services
10. Over 90% passing rate of Nursing and Medical Assisting graduates on statewide examinations.	There continues to be a passing rate of over 90% of Nursing and Medical Assistant graduates on statewide examinations.	On-going	These activities continue as of February 29, 1996.	Health Program Administrator
11. The 90% placement of graduates of vocational-technical programs an indication of success of these programs.	The 1995 placement for graduates of the SCC Career Education programs continues at the 90% rate.	On-going	These activities continue as of February 29, 1996.	Dean of Student Services and Faculty
12. Strong and active advisory committee input into vocational technical programs.	There continues to be strong and active advisory committees for the vocational technical programs. The faculty are developing a *Program Review and Evaluation System Plan*. The plan is scheduled for submission to the State Department of Education July 1996. All advisory committees have been selected based upon their expertise in the identified field. Members often are alumni of the program that they represent. The information that they are able to provide of changes taking place in industry provide a good focus for these committees to use to advise College faculty and administration on program updates in the technical areas.	On-going	These activities continue as of February 29, 1996.	Dean of Instruction

NCA Recommendations — Strengths				
Objectives	Activities	Target Date	Update	Staff Responsible
13. Well-written and attractive handbook for advisory committee members.	The faculty will review and revise the existing handbook. The handbook will address: a. Selection of advisory committee members. b. Role of program advisory committees. c. Length of service and frequency of meetings. d. Composition of members in terms of gender, race, and members of special populations and their contributions toward program improvement.	On-going	Availability continues.	Dean of Instruction and Faculty

NCA Recommendations — Concerns				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = A "In the spring of 1989, a North Central Association team visited Southeastern Community College for the purpose of determining recommendations for continued accreditation. The recommendation and reasons for same are as follows: "The College has in place, the elements to meet the goals and mission of the organization; it meets the General Institutional Requirements; and it fulfills the Four Evaluative Criteria. The many attainments of the College, its strengths as well as the concerns which were observed, are presented in the body of this report. "Southeastern Community College is moving with confidence under strong leadership to further serve students and the community. The team has no reservations in recommending a comprehensive visit in ten years." It is the goal of the SCC Board of Trustees and Staff to respond effectively to the 6 major concerns expressed by the NCA Visitation Team. In addition, a new criterion, that of institutional assessment, must be dealt with.				
1. Need for structured Board of Trustees workshop on College and higher education-related matters.	The first workshop was held in October 1991, and workshops have been held annually since. These workshops deal with College issues, state-wide issues, and national issues affecting Community Colleges.	On-going	These activities continue as of February 29, 1996.	Board of Trustees, College President, and Board Secretary

NCA Recommendations — Concerns				
Objective	Activities	Target Date	Update	Staff Responsible
2. Need for in-depth understanding of strategic planning process and implementation by College.	A Long-Range Planning Committee was instituted, and a three-year strategic plan was finalized in April of 1992. It has been reviewed annually by Administration for compliance with timelines. The Long-Range Planning Committee was reactivated in fall of 1995, and is currently working on updating the strategic plan. This update will cover 1995 through 1998. It is anticipated this plan will be updated annually hereafter.	On-going	These activities continue as of February 29, 1996.	College President, Board of Trustees, and Long Range Planning Committee
3. Need to evaluate the nature, content and amount of General Education, though core or General Education courses are included in Applied Science programs.	It is the goal of SCC to instill within its degree graduates a body of knowledge, skills, and attitudes upon which they can build to be contributing members of society. To accomplish this, Associate Degree requirements are established which meet the diversity of interests associated with a comprehensive community college student body. The ability to reason, think, compute, communicate, adapt to change and become socially informed are common learning outcomes desired of educated individuals. To foster these outcomes, SCC requires that the AA, AS, and AGS degrees contain a minimum of 15 semester hours of general education core which includes a course in each of the following areas: communications, social science, humanities, mathematics, and science. Although the Department of Education guidelines require that only a minimum of 12 semester hours be identified as general education for the AAS degree, students graduating with an AAS degree from SCC must meet the 15 semester hour general education core by selecting courses from a minimum of 4 of the 5 subject matter areas. All programs not meeting this criteria have been revised.	On-going	These activities continue as of February 29, 1996.	Dean of Instruction and Faculty

NCA Recommendations — Concerns				
Objective	Activities	Target Date	Update	Staff Responsible
4. No structure or mechanism for academic decision-making in such areas as course withdrawals, drop policy, and other such related issues.	The Academic Affairs Committee, which began in 1991-92, consists of representatives from faculty and administration. Their function is to act on issues such as withdrawals and drop policy. For example, the committee developed the institutional drop and refund policies which are in the College catalog and are approved each year when the Board of Trustees approves the catalog.	On-going	These activities continue as of February 29, 1996.	Dean of Instruction
5. Inadequate and/or unsatisfactory space or facilities for several programs such as Art and Technology; some faculty and administration areas limited in space; South Campus Building A in need of replacement.	A comprehensive building/grounds master plan was developed, and is being implemented. To date, the following construction/improvements have been made: (1) North Campus: Trustee Hall (housing arts and sciences courses, Biology Labs, Art Lab, faculty offices, a receptionist area, an Art Display Area, and an ICN room) was constructed; a cafeteria area with 2 private dining rooms was constructed; the kitchen was remodeled; Building 300 was remodeled into a Continuing Ed Center; the Library, the Student Services area, the Office Technology Area, the Music Room, the Nursing Lab, and general classrooms have been remodeled; and a new roof and outsulation was put on Callison Hall. An addition to Building 200 will be constructed which will house additional classrooms, a physics lab, and a future ICN room. Once the addition is completed, the Chemistry Lab will be remodeled. Other classrooms in Callison Hall will be remodeled throughout the process. (2) South Campus: all of the temporary classroom facilities have been demolished and replaced with 3 new, connected buildings housing most functions. A 4th new building will be completed by fall of 1996. All 5 buildings on campus will then be connected, and will be permanent structures. The South Campus has been landscaped thanks in great part to a grant from a local utility company. Landscaping continues on the North Campus as funds permit.	On-going	These activities continue as of February 29, 1996.	All Staff, with leadership from College President, Director of Buildings and Grounds, and Buildings and Grounds Committee

NCA Recommendations — Concerns				
Objective	Activities	Target Date	Update	Staff Responsible
6. Need for attention to resolving the inordinate number of faculty, staff, and supervisors reporting to the Director of the North Campus	There is no longer a Director of the North Campus. Those duties have been consolidated into the Dean of Instruction's duties. A new structure in the Dean of Instruction's area was implemented January 1, 1995. This places responsibility for all credit and non-credit course offerings under the Dean of Instruction. Reporting to the Dean are the South Campus Director, Director of Continuing Education, Career Education Leader, Arts and Sciences Leader, Director of Developmental Education/Accreditation Officer, Director of Academic Scheduling and Evening Supervisor, Supervisor of Instructional Learning Resources, Supervisor of Agriculture, and Vocational Data Processing Educational Officer. In addition, the support staff under the Dean's direction now report to the Office Manager. All credit health programs on both campuses are now under a single Allied Health Coordinator (as required by the Iowa Board of Nursing) who reports to the Dean of Instruction.	Completed	These activities continue as of February 29, 1996.	College President, Dean of Instruction, and Administrative Cabinet

Students				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = A 1. Identify the reasons students do not complete their studies at SCC.	A. Provide a system which identifies the specific reasons students do not return to SCC after their first semester/session or second semester/session.	Fall, 1996	A survey is currently given to SCC graduates. This could be expanded to all students not returning. It could also be expanded to include all SCC students and those who do not return.	Dean of Student Services
	B. Provide a system which identifies the specific reasons students do not complete the courses of study available to them at SCC before transferring to another college.	Fall, 1996	Could include the question "Do you plan on returning in the fall? Yes or No - If not, why? (Graduating), (Transferring), (Financial Reasons), (Met Educational Goals), (Other, please explain)" to the spring questionnaire.	Dean of Student Services
Priority = A 2. Increase SCC's ability to help non-traditional students in their career decisions.	A. Provide enhanced training to Student Services personnel (e.g., admissions personnel and counselors).	Fall, 1997	This is not currently offered. A training program should be designed and implemented.	Dean of Student Services
	B. Provide appropriate testing for non-traditional students to better determine the students' needs and strengths as well as their career options.	Fall, 1997	Currently some testing exists. This needs to be expanded and better utilized. SCC staff also need to be informed of services that exist.	Dean of Student Services

Students				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = A 3. Insure all credit students are provided with an adequate orientation so that their ability to succeed in college is enhanced.	A. Develop an orientation process for incoming students.	January, 1997	Orientation procedures are currently in existence. These need to be revamped to incorporate additional material contributing to student's ability to succeed.	Dean of Student Services
	B. Develop a system that insures all credit students complete the orientation process.	January, 1997	Currently there are no measures in place to require orientation. These should be implemented.	Dean of Student Services
Priority = A 4. Provide Student Services personnel better access to information concerning the areas with which Student Services interact.	A. Publish a document describing College services and educational programs along with the contact personnel for such services and programs.	Fall, 1996	Currently no such document exists.	Dean of Student Services
	B. Include guest speakers from areas of the College in Student Services staffings. Through this interaction, both parties could better understand the College's services and their delivery.	Fall, 1996	Student Services staffings are being held. This component should be added to the staffings.	Dean of Student Services
Priority = B 5. Publish an "on-line" catalog describing College services and educational programs along with the contact personnel for such services and programs.	A. Provide a campus-wide network that would connect laboratories, libraries and offices. This network would include e-mail, access to the library catalog and other databases, connect offices to the laboratories, and provide Internet access campus-wide. (See Instructional Support Services objectives and activities).	Fall, 1998	No system currently exists.	Dean of Student Services and Technologies Group

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Students				
Objective	Activities	Target Date	Update	Staff Responsible
	B. Incorporate a catalog into the network.	Fall, 1998	No catalog currently exists.	Dean of Student Services and Technologies Group
Priority = A 6. Continue to use local media advertisement as a tool to facilitate recruitment.	A. Review current financial expenditures to see if they provide a sufficient level of funding for intended results.	Fall, 1996	A review needs to be made.	Dean of Student Services and Advertising Coordinator
	B. Inform all personnel of current advertising campaigns.	Fall, 1996	This has been done during Student Services staffing and should be continued. The information can also be included in the FYI memo distributed from the President's Office.	Advertising Coordinator
	C. Explore the feasibility of using advertising consultants to coordinate advertising.	Fall, 1996	No outside consulting services are currently used.	Dean of Student Services and Advertising Coordinator
	D. Emphasis on faculty, class size, investments in construction, and investment in instructional equipment should be made.	Fall, 1996	This information should be included in advertising promotions.	Advertising Coordinator
Priority = A 7. Develop an early alert system to help at-risk students.	A system should be developed to provide support for at-risk students to increase the likelihood of their eventual success.	Fall, 1997	This is partially completed.	Dean of Student Services

Students				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = A 8. Investigate the appropriateness of mandatory placement in math and other courses.	Mandatory placement in mathematics courses and other specific sequential courses should be studied.	Fall, 1997		Dean of Instruction and Developmental Education Director
Priority = A 9. Offer more intramurals	The possibility of offering additional intramural activities should be studied.	Fall, 1996	Some additional activities are provided.	South Campus Admissions Coordinator and Student Government Sponsors on both Campuses
Priority = A 10. Promote the optional three-year sequence that is currently in place for technology courses.	This both lends official validity to the sequence and indicates a serious attempt on the part of the College to insure student success. It is further recommended that other academic units of the College be encouraged to examine the possibility of establishing similar opportunities for high risk student success by creating new courses/pathways or by tapping into those currently in place.	Fall, 1997		Dean of Instruction
Priority = A 11. Examine orientation, advertising, and recruitment procedures to insure that we are presenting a serious and realistic viewpoint on college-level expectations of the students.		On-going		Dean of Student Services
Priority = A 12. Encourage increased opportunities for communication between faculty - faculty and faculty - learning center staff - tutors in order to recognize and cope with retention problems in specific areas of discipline.	The Learning Center staff could sponsor an activity.	Fall, 1997		Developmental Education Director and Dean of Instruction

Students				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = A 13. Institute any means legal and/or possible to increase accountability of funded students.	The Financial Aid Officer could work with staff to develop specific steps to be used.	Fall, 1997		Financial Aid Officer and Dean of Student Services

Curriculum				
Objectives	Activities	Target Date	Update	Staff Responsible
1. Design and implement an effective Developmental Education program.	A. Identify prerequisite academic skills for entry into Arts and Sciences courses.	Fall, 1996	A pre-enrollment skills guide has been developed, adopted, and shared with K-12. Expand the use of ASSET scores to include science areas. Pre/post-testing is being used in Chemistry and will expand to other areas. Statistical evaluation will be used to assess outcomes.	Dean of Instruction and Developmental Education Director
	B. Provide instruction to remediate academic deficiencies of students who do not have prerequisite academic skills.	Fall, 1996	This support is currently available but not required and perhaps should become a requirement.	Dean of Instruction and Academic Affairs Committee
	C. Establish a program evaluation system for Developmental Education.	Fall, 1996	It is planned to use materials from NADE.	Dean of Instruction and Developmental Education Director
2. Expand individualized competency-based instruction.	A. Academic skills necessary for entry into Arts and Sciences courses will be incorporated into a competency-based program of instruction.	On-going	This is included in activities incorporated into the NCA Assessment Plan.	Dean of Instruction and Faculty

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Curriculum				
Objectives	Activities	Target Date	Update	Staff Responsible
	B. Develop a model and implement throughout the Career Education Division.	On-going	Individualized competency based instruction is currently present in Learning Center, DOC, and Welding. As program changes occur more emphasis will be placed on use of individualized competency based education (CBE).	Dean of Instruction and Career Ed Leader
3. Design and implement an effective non-credit instructional developmental and evaluation program (Continuing Education)	A. Assure appropriate instruction is offered by Continuing Education leading to relicensure, certification, and industrial retraining.	On-going	Regulatory units define academic skills; industrial skills are based on the needs identified in individual industrial training contracts.	Dean of Instruction, Director of Continuing Education, and Supervisors of Continuing Education
	B. Refine current program evaluation process with an eye toward greater comprehensiveness. The current program review process which includes qualitative and quantitative criteria should be re-examined. A State Education Committee developed standards in 1992.	On-going	Adult Basic Education program is operating under state approved Performance Measures and Performance Standards.	Dean of Instruction, Director of Continuing Education, and ABE Supervisor
	C. Provide instruction to remediate academic deficiencies of Continuing Education students involved in business and industry contract training who do not have prerequisite academic skills.	On-going	This service is currently available to participants involved in contract training.	Dean of Instruction, Director of Continuing Education, and ABE Supervisor

Curriculum				
Objectives	Activities	Target Date	Update	Staff Responsible
4 Expand the use of computers in all areas of credit instruction.	A. Define basic computer literacy and make it a requirement of all degrees in all credit Career Education programs.	January 1, 1999	Computer literacy should be incorporated into the curriculum or instruction for all programs as of January 1, 1999. 100% of Career Education programs now include a computer component as of July 1, 1996.	Dean of Instruction
	B. Offer new courses and/or additional sections of existing courses to meet the basic computer literacy requirement in the Arts and Sciences division.	January 1, 1999	As program changes occur, new sections/courses have been and will continue to be added to the curriculum to meet this objective.	Dean of Instruction
5 Emphasize analytical, creative, and critical thinking throughout the curriculum.	A. Offer workshops/seminars to faculty interested in expanding thinking skills in the courses they teach.		Offered at Communication Day in 1994. Learning Teaching Styles and Multiple Intelligences offered to Career Education Faculty Jan. 1996.	Dean of Instruction
	B. Develop and offer a Critical Thinking Course.	Spring, 1997	This course is being developed and will be offered to credit students spring of 1997.	Dean of Instruction and Arts and Sciences Leader
	C. Develop and offer a one-hour credit course in Library use.	Fall, 1996	This course has been developed (GL:090). The course will be expanded to include on-line training as capabilities are made available.	Dean of Instruction and Library Supervisor

Curriculum				
Objectives	Activities	Target Date	Update	Staff Responsible
6. Develop a comprehensive "returning adult student curriculum" targeted at students age 25 and over.	A. Explore experiential learning/portfolio component.	Fall, 1997	Staff will acquire and review various materials from other institutions.	Dean of Instruction, Student Services, Team Leaders, and Dial Grant Director
	B. Examine flexible course delivery (i.e., independent lab option, telecourse).	Fall, 1998	Staff will acquire and review various materials from other institutions.	Dean of Instruction, Student Services, Team Leaders, and Dial Grant Director
	C. Provide academic advisement specific to this population.	Fall, 1999	Staff will acquire and review various materials from other institutions.	Dean of Instruction, Student Services, Team Leaders, and Dial Grant Director
7. Link-up continuing education programs provided on-site to local businesses with customized certificate programs.	Continue to explore and expand ways to assist in providing training for companies which include customized certificates and will allow matriculation into degree programs.	Fall, 1998	Staff will acquire and review various materials from other institutions.	Dean of Instruction, Student Services, Team Leaders, Dial Grant Director, and Continuing Education Staff
8. Develop a comprehensive distance-education program.	A. Explore current distance education practices which include on-line course options, World Community College, telecourses, and Cable Television Broadcast.	February, 1997	Staff will acquire and review various materials from other institutions.	Dean of Instruction, Student Services, Team Leaders, Dial Grant Director, and Continuing Education Staff
	B. Continue to expand ICN.	On-going		Dean of Instruction, Student Services, Team Leaders, Dial Grant Director, Continuing Education Staff, RTC Coordinator, and RTC Scheduler

Buildings and Grounds				
Objective	Activities	Target Date	Update	Staff Responsible
Priority=A 1. Install interior directories on the South Campus and in the southwest entry and northeast entry to the North Campus, and exterior directories on both campuses.		January 1, 1997 and April 15, 1995		College President and Building Committee
Priority=A 2. Define more completely Phase II and Calendar of Events and the nature of the project.	Provide a list of identified projects not yet completed, with a target completion date and estimated cost.	February, 1996	This list is attached as part of Appendix A.	College President and Building Committee
Priority=A 3. Develop a process to allow Student Clubs and/or staff to assume clean-up responsibilities for campus grounds.	Student Clubs and/or staff could assume some responsibility, perhaps on a monthly basis, to tidy certain areas of the campus grounds on both campuses.	Fall, 1996		North Campus Activities Director, Dean of Students, and South Campus Activities Director
Priority=A 4. Relocate the North Campus baseball and softball fields so they are in closer proximity.	Develop a plan and move the fields.	Fall, 1996	Would need engineering assistance from the Durrant Group.	College President and Building Committee
Priority=A 5. Convert the old HVAC lab on the South Campus to house a new technical program.	The feasibility of this effort will depend largely on the success of current training activities now planned in cooperation with Roquette America.	Fall, 1998		Dean of Instruction
Priority=A 6. Resurface parking lots on both the North and South Campuses.	Top priority for certain specified areas.	Fall, 1997		College President and Building Committee
Priority=A 7. Landscape the North Campus.	Significant activity will occur as a part of the addition to Building 200.	Summer, 1996		College President and Building Committee

Buildings and Grounds				
Objective	Activities	Target Date	Update	Staff Responsible
Priority=A 8. Provide a laboratory for the Construction Technology Program.	Discussion will occur with the College-County Fair Service Agency Board regarding a shared facility.	Fall, 1997		College President and Building Committee
Priority=A 9. Roofing work may be needed in the future for Buildings 200, 300 and 400 on the North Campus.	Will be a very high priority as needs develop. Monitoring needs to be an on-going process.			College President and Building Committee
Priority=A 10. Signs for the names of the buildings on the outside of the buildings on the South Campus.		October 1, 1996		College President and Building Committee
Priority=A 11. Better signs on the highways into both cities, and the city streets in both cities.	Contact Department of Transportation.	July 1, 1997		President's Office
Priority=A 12. Street lights at both entrances to Messenger Road on the South Campus.	Contact City of Keokuk.	April 1, 1997		College President and Building Committee
Priority=A 13. Install an information kiosk near the main walkway to the campus on the South Campus.	In the plans. The possibility of this project being completed will depend on dollars available in the bond fund when Phase II is completed.	May 1, 1998		College President and Building Committee
Priority = A 14. Address the requirements for ADA compliance.	These requirements must be addressed in a timely manner.	Fall, 1996	Many requirements have already been met, and others are addressed in the current building plan.	College President and Building Committee

Buildings and Grounds				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = A 15. Implement a phone message to inform callers that calls are being taken in the order received.	Upgrades to the phone system should be investigated.	Fall, 1997	Many features are not now available on the phone system at either campus, and the budget should be studied to determine available funds for upgrading.	College President and Building Committee
Priority=B 16. Install two more bridges or walkways across the creek on the South Campus.	One bridge is a possibility.	October 1, 1999		College President and Building Committee
Priority=B 17. Install a "bus shelter" at the parking lot end of the main walkway on the South Campus.	Could the Student Government help with this?	October 1, 1996		College President and Building Committee
Priority=B 18. Provide additional parking on the North Campus.	Short-term only – 2 hours or less.	October 1, 1997		College President and Building Committee
Priority=B 19. Provide drive-through services.	Building Committee will review.	August 1, 1997		College President and Building Committee
Priority=A if private funding available Priority=C if not 20. Construct a small auditorium on the South Campus.	On-going investigation.	August 1, 1998		College President and Building Committee
Priority=A for instruction Priority=C for service 21. Provide improved facilities for printing on the North Campus.	Investigate possibilities.			College President and Building Committee

Buildings and Grounds				
Objective	Activities	Target Date	Update	Staff Responsible
Priority=A if private funding available Priority=C if not 22. Construct a small auditorium on the North Campus.	On-going investigation.	August 1, 1998		College President and Building Committee
Priority=C 23. Construct a conference/seminar room that would seat about 15 people on the South Campus.	Construction is currently underway February 29, 1996.	October 1, 1996		College President and Building Committee
Priority=C 24. Lights in the faculty parking lot behind Adkins Hall on the South Campus.	Must be aware of neighbor privacy. Investigation to be completed.	October 1, 1996		College President and Building Committee
Priority=C 25. Install ceilings in the halls of Callison Hall on the North Campus.	Not practical due to mechanical equipment configuration.	Fall, 1996		President's Office
Priority=C 26. Improve air conditioning/circulation in the food service area on the South Campus (kitchen).	Durrant Group will be contacted.	October 1, 1996		College President and Building Committee
Priority=C 27. Develop an employee lounge in Callison Hall on the North Campus.	Building Committee will review possibilities.	October 1, 1997		College President and Building Committee
Priority=C 28. Redecorate the student lounge on the South Campus.	Provide art work and more color. Building Committee will investigate.	November 1, 1996		College President and Building Committee

Buildings and Grounds				
Objective	Activities	Target Date	Update	Staff Responsible
Priority=C 29. Kiln Room / storage out back of the current art room on the South Campus.	Currently in the Art Room. Building Committee will investigate.	November 1, 1996		College President and Building Committee
Priority=C 30. An additional computer lab in V-3 on the South Campus	Explore this possibility.	November 1, 1996		College President, Building Committee, and Dean of Instruction
Priority=C 31. Remodel V-10 into two continuing education classrooms on the South Campus	Second priority to a new technical program.			College President and Building Committee
Priority=C 32. Put an overhang at the back entrance to Barr-Wittenmyer Hall on the South Campus	Door by Food Service. Building Committee to investigate	October 1, 1996		College President and Building Committee

Construction Projects
as of February 14, 1996

Project	Date	Cost	Source of Income
Callison Hall Lounge - North Campus	1988	$99,800	voted Plant Fund
Building #10 - South Campus	1990-91	$631,915	Feb. 90 bond issue
Building #20-30 - South Campus	1990-91	$1,661,265	Feb. 90 bond issue
"V" Building Remodeling - South Campus	1990-91	$212,425	Feb. 90 bond issue
Trustee Hall - North Campus	1991	$2,529,874	Feb. 90 bond issue
Callison Hall Remodeling - North Campus Student Services, Business Office, Library, and Office Tech	1992-93	$379,053	Feb. 90 bond issue
Building 300 - North Campus	1993	$88,143	Feb. 90 bond issue
Purchase of dorms - North Campus	1993	$420,000	Revenue bonds
Cafeteria construction / remodeling - North Campus	1993	$551,264	Revenue bonds
Rooms 101, 102, 401, and 402 - North Campus	Completed Summer 95	$52,697	February 95 bond issue
Callison Hall Roof & Insulation - North Campus	Completed Fall 95	$458,404	February 95 bond issue
Callison Hall Exterior Finish & Insulation - North Campus	Completed Fall 95	$259,230	February 95 bond issue

Project	Date	Cost	Source of Income
CAD/CAM + Computer Area Remodeling - North Campus (Rooms 125 and 126)	Completed Dec 95	$25,468	February 95 bond issue
Building 40 - South Campus + new boilers	Construction to begin January 8,1996	$1,543,570	February 95 bond issue
Building 200 Addition - North Campus + dehumidification enhancement for Trustee Hall	Construction to begin March 1, 1996	$1,112,865	February 95 bond issue
Rooms 146, 148, 149 + 105 - Callison Hall - North Campus (includes installation of drop ceiling, raising the lighting, dropping the HVAC vents, repainting the walls, wall-mounting the television, and any necessary cabinetry)	Early Summer 1996	$50,000 e	February 95 bond issue
Grounds/Site Development - North Campus	Summer, 1996	$33,800	February 95 bond issue
Install electric doors on main entrances to North Campus and South Campus	North Campus - Fall, 1995 South Campus - during construction	$14,651 (North Campus) $7,400 e (South Campus)	February 95 bond issue
Remodel Room 121, Callison Hall - North Campus (involves replacement of carpet, repainting of walls, a ceiling treatment, and improved lighting)	Holiday Break 1996-97	$50,000 e	February 95 bond issue
Remodel Rooms 140 & 141, Callison Hall - North Campus (involves moving current physics lab and rebuilding and expanding the existing chemistry lab. Would involve the installation of a drop ceiling, lowering HVAC ducts, installing new cabinetry and repainting.)	Summer, 1997	$200,000 e	February 95 bond issue
Remodel Rooms 113, 114, & 115, Callison Hall - North Campus (involves installation of suspended ceiling, repainting the walls, and partition off office space in 113)	Summer, 1997	$20,000 e	February 95 bond issue
Grounds/Site Development - North Campus and South Campus	Summer, 1997	$37,700	February 95 bond issue

e = estimate

Project	Date	Cost	Source of Income
Remodel Room 406 (Little Theatre) – North Campus (redecorate, refurbish and update HVAC)	Holiday Break 1997-1998	$40,000 e	February 95 bond issue
Remodel HVAC Lab – South Campus	Summer 1997	$30,000 e	February 95 bond issue
Remodel Rooms 137 & 138, Callison Hall – North Campus (install suspended ceiling, raise lighting, drop HVAC vents, and repaint walls)	Holiday Break 1997-98	$30,000 e	February 95 bond issue
		$10,539,524	

e = estimate

Instructional Support Services				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = A 1. Develop a systematic plan for identifying needs and upgrading instructional equipment.	A survey instrument relating to staff needs for instructional equipment was developed in the fall of 1986 and administered in late fall. This survey has been done annually since that time and forms the basis for a rolling 3-year plan. This process continues.	December 1, 1986 and On-going	This objective has been met. From 1990-1995, $2,488,696 has been invested in instructional equipment.	Dean of Instruction and South Campus Director
Priority = A 2. Provide faculty and staff with computer training, hardware and software, and insure that SCC spends its technological funds in the most appropriate manner.	A. Appoint a "Technologies Group" to investigate the newest uses of technology in the field of education, suggest the appropriateness of technological expenditures, and plan appropriate training for those using new technology.	October 1, 1996		Dean of Instruction
	B. Provide information to the faculty and staff concerning new computer hardware, software, and techniques.	On-going		Dean of Instruction, South Campus Director, and Technologies Group
	C. Provide hardware and software to those willing to use new technology in their jobs.			
	D. Provide advanced training to faculty and staff willing to use new technology in their jobs.			
	E. Provide computer hardware and software support to those faculty and staff willing to use new technology in their jobs.			
	F. Suggest a systematic program of incentives for faculty and staff willing to use new technology in their jobs.			

Instructional Support Services				
Objective	Activities	Target Date	Update	Staff Responsible
	G. Investigate and suggest the appropriateness of technological expenditures: new purchase or up-grades.			
Priority = A 3. Increase the number of microcomputers in the Continuing Education lab at the North Campus reducing conflict for computer usage in other labs.	The number should be increased from 15 to 24.	September, 1997	The budget will be studied to determine the feasibility of this increase.	Dean of Instruction, Continuing Education Director, and Technologies Group
Priority = A 4. Upgrade the computers in network labs at both campuses and office technology lab at the North Campus to more efficiently utilize new software releases.	These networks should be upgraded to provide computers powerful enough to utilize the software students need to be taught.	September, 1997	The budget will be studied to determine the feasibility of this increase.	Dean of Instruction, South Campus Director, and Technologies Group
Priority = A 5. Implement computerized catalog and circulation system for library and audio-visual department.	The necessary hardware and software should be acquired in order to place both libraries and the audio-visual department on-line.	1997		Dean of Instruction, Library Staff, AV Staff, and Technologies Group
Priority = A 6. Insure the provision of state-of-the-art software and audio-visual materials to Campus Learning Centers.	Necessary purchases should be made to keep both Learning Centers up-to-date.	September, 1996	The budget will be studied to determine the feasibility of this purchase.	Dean of Instruction, South Campus Director, Learning Center Supervisor and Faculty, and Technologies Group

Instructional Support Services				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = A 7. Provide a campus wide computer network that would include offices, laboratories and libraries.	A. Provide Internet access to laboratories and libraries utilizing the ICN.	August, 1996		Dean of Instruction, South Campus Director, and Technologies Group
	B. Network individual instructional labs to provide better access to software, ensure software compatibility between workstations and provide better security against software piracy. These networks could then be interconnected.	August, 1997		Dean of Instruction, South Campus Director, and Technologies Group
	C. Provide a campus-wide network that would connect laboratories, libraries and offices. This network would include e-mail, access to the library catalog and other databases, connect offices to the laboratories, and provide Internet access campus-wide.	September, 1998		Dean of Instruction, South Campus Director, and Technologies Group
Priority = B 8. Provide sufficient staff in the library so that the maintenance of archives is not dependent upon volunteer services.		January, 2000		Dean of Instruction and South Campus Director
Priority = A 9. Provide adequate audio-visual equipment for the classrooms.	Develop a systematic plan for the replacement and upgrading of audio-visual equipment.	Fall, 1996		Dean of Instruction, South Campus Director, Audio-Visual Staff, and Technologies Group

All Staff Implications				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = A 1. Increase the recognition of employee contributions and the importance of highly qualified employees for each particular position.	A. Continued emphasis on good hiring practices that are currently in place.	Continue present policies.	On-going emphasis on good hiring practices presently in place and will be continued.	Personnel Officer
	B. Revise the hiring packet to make it easier to use by individuals not regularly involved in hiring practices.	July 1, 1997		Personnel Officer
	C. Develop an orientation model for all new hires.	July 1, 1997		Personnel Officer and Administrative Cabinet
	D. Continued emphasis on the retention of good employees through the maintenance of competitive employment conditions.	An on-going awareness of future trends.	A safe, healthy and comfortable work environment has been achieved through substantial renovation of facilities and a smoke-free environment. A competitive fringe benefit program is in place.	Personnel Officer, Administrative Cabinet, and Bargaining Units
	E. Development of a recognition program including length of service award and/or employee of the month award and the continuation of the Silver Circle Program.	July 1, 1996		Administrative Cabinet

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All Staff Implications				
Objective	Activities	Target Date	Update	Staff Responsible
	F. Increase emphasis on greater organization of departmental meetings. Develop department structures that will lead to solving problems through consensus whenever possible.	July 1, 1997		Administrative Cabinet
	G. Develop a program for recognition of outstanding employee achievement.	July 1, 1997		Dean of Instruction and Alumni Association
	H. Provide some type of written communication to SCC employees that will remind staff that each staff member is responsible for the institution's public image. This should include reminders of effective communications, telephone system abuse, etc. Preferably, this would be done on a regular basis.	September 1, 1997	This information could be included in the FYI memo distributed by the President's Office.	President's Office
	I. A picture gallery with names, job titles, departments, and office number should be developed so people can attach a name with a face.	September 1, 1997		Personnel Officer
	J. Label name tags identifying first-time Communication Day employees and provide a Communication Day mini-session for first-time employees.	September 1, 1996	Currently are doing nametags, the identification can be included.	President's Office and Personnel Officer
	K. Further develop the employee handbook for new employees providing more general information that all employees would need to know, including the most used forms and details on where to get them, how to complete them, where to turn them in, and where other forms are located.	September 1, 1996	The handbook needs to be updated.	Personnel Officer

All Staff Implications				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = B 2. Accommodate the impact of changing enrollments on staff.	A. Allow for the increase of student enrollments per faculty member, where appropriate, through the use of new technology and equipment. Develop a plan for necessary upgrades of equipment.	On-going		Department Budget Managers and Administrative Cabinet
	B. Communicate projected enrollment changes. Review work loads.	On-going	For the year ended 6/30/96, wage increases are tied to enrollment which led to increased communication at all staff levels in regard to enrollment trends. Work loads have been reviewed as a result of the decline in enrollment.	Supervisors and Personnel Officer
Priority = A 3. Increase the College's investment in employees. Personnel Office will maintain a comprehensive record of participants on an annual basis.	A. Communicate the availability of appropriate opportunities for staff participation in seminars, workshops, classes, etc.	On-going		Personnel Officer
	B. Increase the offerings of the continuing in-house educational program for all staff that emphasizes developing trends to a minimum of six offerings per semester.	On-going		Administrative Cabinet
	C. Continue the budgetary commitment to the tuition reimbursement plan.	On-going		SCC Board of Trustees

All Staff Implications				
Objective	Activities	Target Date	Update	Staff Responsible
	D. The telephone company could be requested to provide training so that staff members may use the features of the phone systems to their fullest ability.	Fall, 1997	The availability and necessity of these services should be investigated.	Personnel Officer
Priority = A 4. Increase the employees' investment in the College	A. Encourage participation in SCC Foundation contribution through payroll deduction.	On-going		SCCF Executive Director
	B. Encourage inter-departmental brainstorming sessions with an emphasis on topics such as revenue enhancement, customer service, retention, promotion, or cost-savings.	On-going		Administrative Cabinet

Financial Planning				
Objectives	Activities	Target Date	Update	Staff Responsible
Priority = A 1. Design and implement an institutional planning model for financial forecasting.	Develop a computer driven model after consultation with various groups of SCC staffers and the SCC Trustees.	January 1, 1992 — Completed and on-going Reinstitute by January, 1997	Stopped when enrollment declined. Could reinstitute to forecast impacts of continuing declines. Should be reinstituted by January of 1997.	Dean of Business Affairs and President's Office
Priority = A 2. Increase internal awareness and involvement of financial planning and budgeting activities.	A. Provide staff opportunity for input into major budget directions such as is done with the building program: (1) elaborate on sources and uses throughout the year or at least annually in the FYI,	August 1, 1992 and on-going	An Administrative Guideline was approved regarding this. There is also opportunity for input during budget development. The College President also includes important information in the FYI.	Dean of Business Affairs and President's Office
	(2) offer a break-out session on budget development process during Communication Day.	October, 1996	This session should be offered at the next Communication Day.	President's Office, Dean of Business Affairs, and Personnel Officer

Financial Planning				
Objectives	Activities	Target Date	Update	Staff Responsible
	B. Disseminate information to all staff regarding the Iowa Association of Community College Trustees Legislative Program and conduct meetings for discussion.	August 1, 1992 and on-going	An Administrative Guideline was approved regarding this. Now on-going, as evidenced by posted Board meeting minutes; reports from the legislative liaison of the Trustees at Board of Trustees meetings; and holding meetings for interested staff to go through the legislative package, the College's financial status, and requesting staff assistance. The College President shares details with all staff at Communication Day. The entire IACCT legislative program is outlined annually in the President's FYI.	President's Office and Dean of Business Affairs
	C. Disseminate information to all staff regarding the ISEA Legislative Program.	December, 1996	This information could be included in the FYI memo distributed by the President's Office.	Officers of Local Bargaining Units
Priority = A 3. Increase public awareness of the very limited property tax askings of SCC as well as impact of other taxation.	Intensify educational efforts with area legislators relating to Community Colleges through adhering to a structured plan.	July 1, 1992 and on-going	IACCT and President's group have developed close bonds with supportive legislators; the SCC Trustees provided plaques of appreciation to all local legislators at Board meetings held in those legislative districts in 1995.	Officers of Bargaining Units, Administrative Cabinet, Board of Trustees, and IACCT Representatives

Financial Planning				
Objectives	Activities	Target Date	Update	Staff Responsible
Priority = A 4. Increase state funding.	Continue/intensify IACCT lobbying efforts to meet Community College requests in targeted areas. See the annual legislative program for details.	On-going	IACCT and President's group continue to meet with legislators and state directors.	Board of Trustees, College President, IACCT Representatives, and Administrative Cabinet
Priority = A 5. Increase revenue from alternative sources for the College's general fund.	A. Increase the offering of on-site instructional and other services to private-sector employers as demand may dictate and by seeking and developing partnerships and contracts with private-sector employers.	On-going	Officer for Institutional Advancement and Continuing Ed Division have increased emphasis of on-site or near-site provision of customized training and assessment services, e.g., Dial Corp/IWL project, ICI Americus, Roquette, Grimm Brothers Plastics, Millwright Service and the - MTC Tech Transfer Field Agent's technical assistance.	Continuing Education, Student Services, Instruction, Officer for Institutional Advancement and MTC Field Agent
	B. Use the Silver Circle Program to enhance revenues.	September, 1996	The Silver Circle Program should be enhanced to include revenue-generating ideas.	Silver Circle Panel and Administrative Cabinet
	C. (1) Explore the possibility of developing enrichment materials that could be marketed for use by area elementary and secondary schools via interactive TV or video tape.	October 1, 1992	None to date (1995).	Dean of Instruction, Audio-Visual Supervisor, and ICN Scheduler

Financial Planning				
Objectives	Activities	Target Date	Update	Staff Responsible
	C. (2) Develop a video tape to be used for marketing the College's programs.	October, 1997	A video tape showing advantages and programs of SCC should be developed and marketed.	Dean of Instruction, A-V Supervisor, ICN Scheduler, Advertising Personnel, & Administrative Cabinet
	C. (3) Recommend development of mini-grant fund (to be funded by Endowment 2000 Fund) to support faculty and staff time spent on developing new programs, curricula, etc. (requests to be approved by the SCC Foundation in cooperation with SCC Cabinet to ensure relationship with the SCC Long Range Plan).	Beginning October 1995 with target of 1/1/2000 to begin disbursing funds - if not before	Fundraising for the Endowment 2000 Fund began in 1995 and mini-grant concept approved by the SCC Foundation Board in 1995.	SCCF Board, Administrative Cabinet, Officer for Institutional Advancement, Dean of Instruction, Audio-Visual Supervisor, and ICN Scheduler
	D. Increase grant-seeking capability and activities of the Office for Institutional Advancement. Explore possibility of faculty volunteering to assist in particular areas.	September 1, 1997	No additional staff has been added, but staff review the weekly listing of federal grants and foundations. If the OIA knows of a specific use for an RFP, it is routed to the person in charge. OIA schedules a workshop on proposal development at least once a year (started summer 1993) using the ICN beginning in 1994. Monetary stipends to faculty would help to entice them to assist. (See 5.C.3 for methodology.) Personnel Office screens most new candidates for grantwriting background.	Officer for Institutional Advancement, Administrative Cabinet, Professional Services Staff Members, and SCCHEA Members

Financial Planning				
Objectives	Activities	Target Date	Update	Staff Responsible
Priority = A 6. Increase funding for student financial aid to meet other College needs as a supplement to revenues from other sources.	A. Conduct a campaign to develop an endowment fund.	December 31, 1999	On 1/15/93, the SCC Foundation Long-Range Planning Committee voted to recommend an endowment campaign to raise $100,000 each year for 5 years for a total of $500,000. The SCCF Board is implementing an annual fund drive which will incorporate "challengers" who will have pledged major gifts over the next 5 years to be matched by new dollar gifts from the public.	Officer for Institutional Advancement
	B. Identify ways by which the community can support the endowment fund through gifts of equipment, books, etc.	October 1, 1992 and on-going	The endowment fund being developed by the SCCF includes these activities. This endeavor will be dealt with through news releases, direct mail and direct contact starting in 1995. INJT and Retraining client companies are currently asked to loan, buy or give equipment and useful items to SCC. This is being aggressively encouraged through the MTC Tech Transfer Field Agent and through the Roquette retraining project.	Officer for Institutional Advancement, MTC Tech Transfer Field Agent, Dean of Instruction, and Career Education Faculty Leader

Financial Planning				
Objectives	Activities	Target Date	Update	Staff Responsible
Priority = B 7. Maximize revenue from tuition	A. Survey tuition and fee rates at Iowa's Community Colleges and disseminate information to staff.	September 9, 1991 — completed and on-going annually	Annual comparison reports are distributed at Cabinet meetings and Board of Trustees meetings and routed to staff.	President's Office
	B. Continue progress on increasing cap on tuition and fees.	On-going		Dean of Business Affairs and Administrative Cabinet
	C. Explore the possibility of implementing technology and instructional equipment fees.	October 1, 1996	This fee will be implemented July 1, 1996.	Dean of Business Affairs and Administrative Cabinet
Priority = B 8. Improve decision-making regarding effective use of funds.	A. Continual review of SCC expenditures (dollars and percentage) compared internally and externally.	February 1, 1993 and on an annual basis	Now completed annually.	President's Office
	B. Establish a budget review committee on an annual basis to review costs by developing a specific policy which allows for collecting historic data (including program evaluation and assessment data) on programs and if there is evidence of not contributing to the College's success, seek alternative solutions to the problems, and, if, after all channels for input have been exhausted and all solutions have been visited and/or attempted, take the necessary action.	September 1, 1992	Cabinet has begun to review program areas throughout the year.	President's Office, Dean of Business Affairs, Dean of Instruction, and Administrative Cabinet

Financial Planning				
Objectives	Activities	Target Date	Update	Staff Responsible
	C. Provide training to supervisors in human relations and other areas.	Summer, 1996	The Continuing Education Division and the Business Office are jointly and separately investigating ways to determine internal and external customers, identify problems, discuss solutions and promote teamwork during dedicated but closed office hours.	Personnel Officer with assistance by Dean of Instruction and Dean of Business Affairs

Public Image				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = A 1. Increase the public knowledge of SCC.	A. Develop a monthly news release about Southeastern. Include information about new employees, promotions, honors, awards, and additional staff training. As an alternative, explore the possibility of widening distribution of the *Horizons*.	January 1, 1993 — On-going	Following each regular board meeting, the President's Office develops and distributes in-house an FYI memo, listing information of general interest. The *Horizons* has been revamped, with a new look, and is distributed 3 times per year to 1800 area persons and businesses. The SCCF does an annual report which is distributed to all donors. The SCCAA does an annual newsletter to all paid members. The credit courses brochure is printed and mailed twice annually. The Cont. Ed. Brochure incorporates information about day programs and is mailed to 60,000 households 3 times per year. The Division of Continuing Education is exploring possibilities of regular radio releases.	Administrative Cabinet

Public Image				
Objective	Activities	Target Date	Update	Staff Responsible
	B. Attempt to increase the frequency of news releases reflecting current events and happenings. Emphasize satisfied students and staff.	July 1, 1992 and on-going	(1) Increase public awareness through activities, news releases, and publications. (2) Explore an Economic Development/Training/ Quality newsletter concept with Cont. Ed. and the SCC MTC Tech Transfer Field Agent. (3) SCCAA sends *Alumni Alert* to all paid members. (4) All staff are encouraged via regular reminders to submit articles and photos to the *Horizons* publisher and area media. (5) Student Services personnel submit articles to the media regarding student satisfaction and successes. (6) Plans are underway to plan and advertise open houses following the latest bond issue funded renovations and new construction. (cont.)	Administrative Cabinet and Admissions-Communications Specialist

Public Image				
Objective	Activities	Target Date	Update	Staff Responsible
			(Continued from previous page) (7) Local media will be invited to attend a seminar/breakfast with a speaker so they can learn more about SCC, and for SCC to learn more about what media requires for news releases.	
	C. Provide support for employees desiring to become included in community groups/community service.	January 1, 1993 and on-going	Actively support United Way and a variety of community-based organizations. Many staff now serve on the boards of these organizations. Participate in Chamber activities on both campuses. Volunteers have worked all 3 years in the Burlington area Paint-A-Thon, at Steamboat Days, Tri-State Rodeo, Old Threshers, Civil War Re-enactment, etc.	President and Administrative Cabinet

Public Image				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = A 2 Increase newcomer's comfort with SCC	A. All employees need to make potential students and other visitors welcome. Emphasis needs to be given this area via the development of a formal plan.	September 1, 1992 and on-going	A student ambassador group was begun in 1994 through the Student Services Division. Prior to group visits, notices are distributed throughout the campuses encouraging all staff to welcome the expected visitors. SCC hosts more and more tour groups each year as it has become a popular field trip site for area schools.	Personnel Office, Student Services, and All College Staff

Public Image				
Objective	Activities	Target Date	Update	Staff Responsible
	B. All SCC employees are in some sense role models. Activities need to be developed to increase awareness of this fact.	July 1, 1992 and on-going	Cabinet level determination of critical behaviors which are tied to our mission statement to be used when screening job candidates, and the development of a simple buddy system for all new employees to extend beyond the usual checklist of procedural items the new employee's supervisor and the Personnel Officer should cover should be developed. The concept would include announcing the arrival date of the new employee and asking for volunteers to do such things as: take the employee to lunch on or off campus the first day, offer to eat lunch with them for the first week or so, take them on a walking tour of the buddy's work area (if it is different than the new employee's), arrange at least one social (Cont.)	Personnel Office and Administrative Cabinet

Public Image				
Objective	Activities	Target Date	Update	Staff Responsible
			(Continued from previous page) outing outside of work, and answer questions about the College or the community or refer them to the appropriate people.	

Public Image				
Objective	Activities	Target Date	Update	Staff Responsible
Priority = B 3. Increase opportunities for area high school students in extra-curricular activities.	Explore possibility of offering athletic competitions on SCC campus, art activities, computer camps, etc.	August 1, 1992 and on-going	High school business competition is held on SCC's North Campus each year. Currently hold several athletic camps. In 1995, sponsored several Career Days, which will continue. Meetings have been held to develop a campus-wide, community-wide event in the fall or spring. In each case, the preferred method is to involve as many activity clubs, faculty and staff in the selected event(s) as possible. A Brown Bag-Brainstorming Lunch was held 11-16-95 in the Private Dining Area on North Campus to garner more ideas. Currently include South Campus High School students in the Chicago trip. The Central Lee High School uses the South Campus Library annually for a field trip.	Administrative Cabinet